



FY 16 / FY 17 MODEL BUSINESS CASE

Request Title:**Invited:** ☐ Yes ☐ No**Amount Requested:****FTE Requested:****Duration of Funding:** ☐ FY 2016 one-time ☐ FY 2017 one-time ☐ FY 2017 on-going
(check all that apply)**Background**

What system or program is the focus of the request? (Provide a brief description of system or program to include overall goal, major functions, federal or state requirements, etc.) How does the request align with the agency's core mission? Why does this activity constitute a proper role of state government or what market failure justifies government intervention?

Legislative Changes: Agencies must coordinate all legislation through the Governor's general counsel. Please summarize any legislation needed in conjunction with this incremental budget change request.

☐ Check here if no legislative changes are required.

Justification: What are the presenting issues that funding is intended to address? (mark yes/no for each)

Add capacity to meet growing demand and/or improve quality for an existing system or program? ☐ Yes ☐ No
(If yes, please complete Option 1)

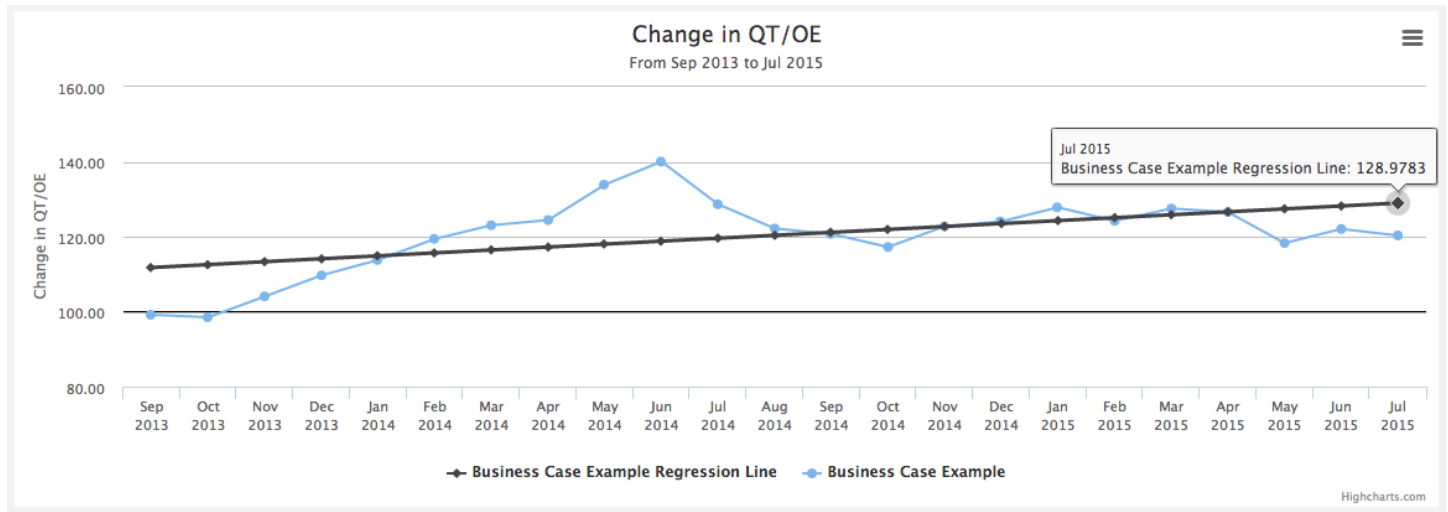
Invest in a new program, service, or activity? ☐ Yes ☐ No
(If yes, complete Option 2)

Other needs? ☐ Yes ☐ No
(If yes, complete Option 3)

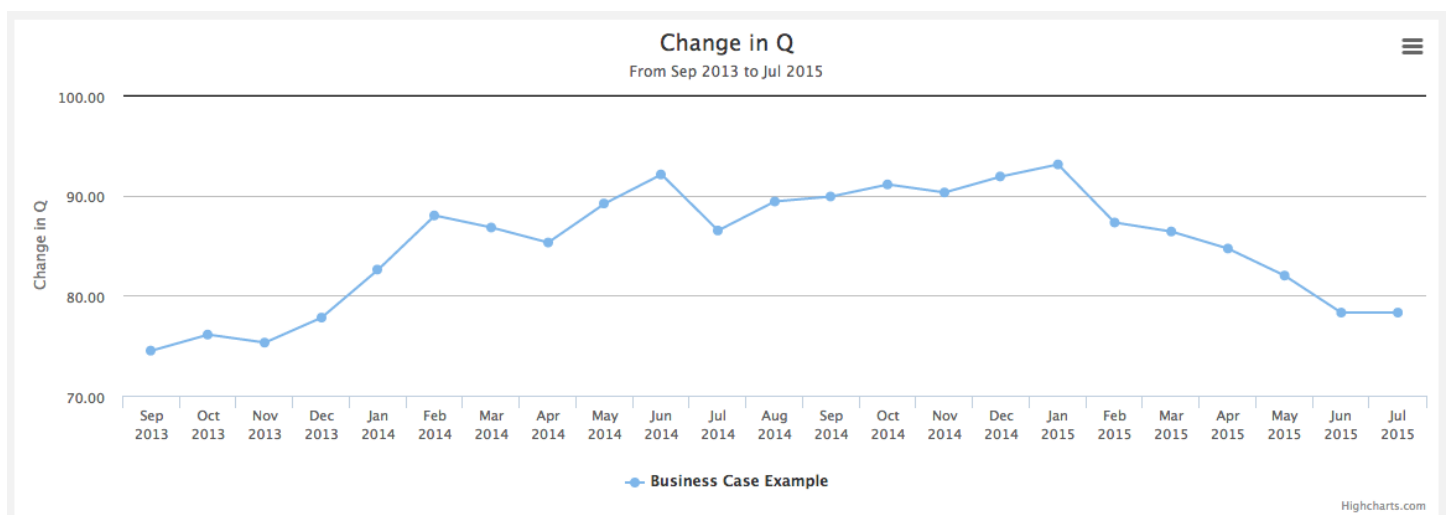
Based on the choices selected above, fill out one or more of the justification options that follow. Any that are not utilized may be deleted. **For invited requests**, you do not need a detailed response to every question. Instead, you may provide a brief justification for the option(s) that best explain the need for the budget change. **For non-invited requests**, you must reply to ALL applicable questions in the question and answer format.

OPTION 1: Capacity / Quality of Existing System

Is the system currently reporting in SMIS (SUCCESS Management Information System)? If yes, describe SMIS measures and trends. If no, skip to next question.



Example: The above chart shows the linear trend in QT/OE since September 2013. While the overall QT/OE trend is increasing, the last six months show a steady decline in the actual measures. The decline is due to the increase in demand for investigations and the resulting difficulty maintaining a 60 day reliability standard for completed work. If the 60 day reliability target continues to decline, a significant backlog of work may be created. This would make it very difficult to keep up with current demand within expected timeframes.



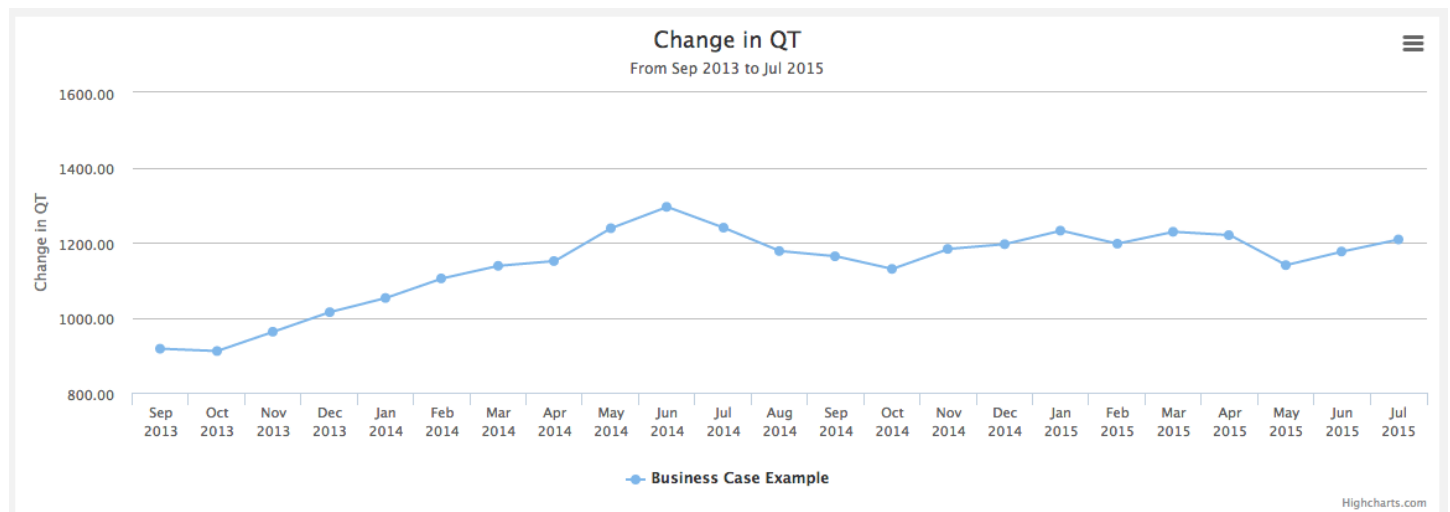
Example: The above chart shows the decline in quality (reliability) for the last several months.

If the system is not currently reporting into the SMIS system or for non-cabinet agencies not participating in the SUCCESS initiative, please answer the following questions. (Your GOMB OE consultant is available to assist in answering the questions.)

- What is the goal of the system, program, or activity?
- What is the system, program, or activity throughput (volume of completed work the system produces)?
- What are the quality measures(s) for the system, program, or activity?
- What is the most recent fiscal year budget or operating expenses for the system, program, or activity and does the figure include one-time funding?
- Do the above measures have an existing baseline to track against future performance? If so, please provide.

What is the critical activity, position, or function the funding is targeting?

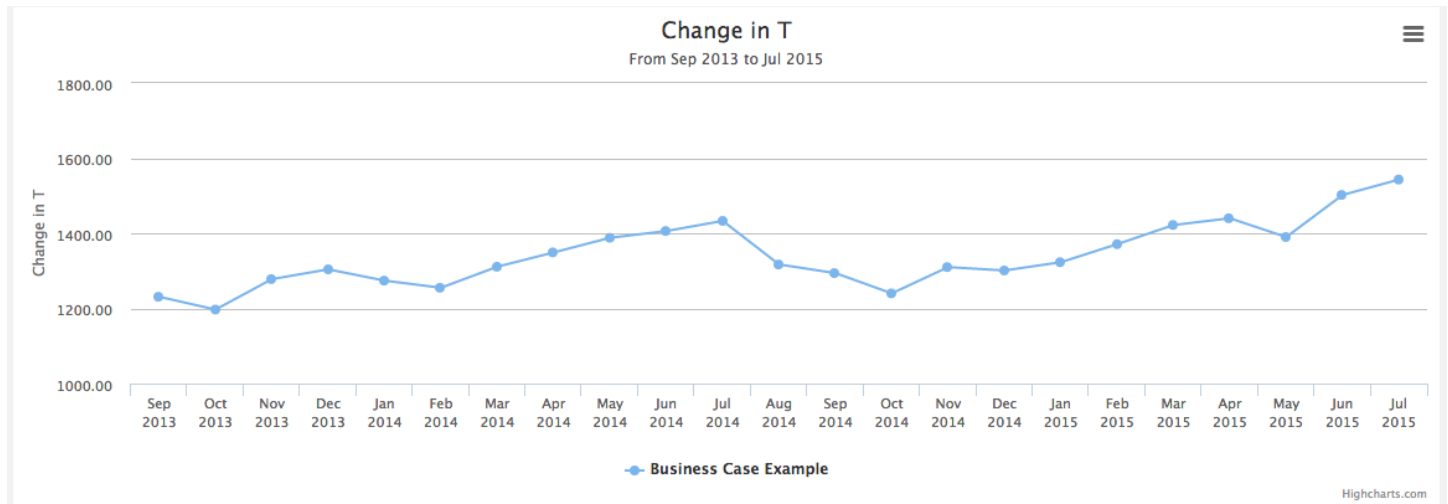
What previous improvement efforts or strategies have been used to improve quality or throughput? (GOMB may ask for documentation.)



Example: Implementation of the following strategies enables the system to enhance quality and meet greater demand—without increasing expenses. However, as throughput continues to rise, QT has leveled off despite even costs. This provides evidence that as the system meets ever increasing demand, improvement efforts alone are not enough to maintain, let alone improve, quality.

- More complete information was required on referrals
- Better and faster “triage” of referrals helped to prioritize work and screen out inappropriate work
- The number of active investigations was limited to reduce multitasking
- Some work was off-loaded to administrative positions to protect investigators’ time
- Standard operating procedures were developed and maintained for consistent recommendations/reporting

Is the volume or demand for services expected to increase? (As opposed to seasonal fluctuations or temporary backlogs)



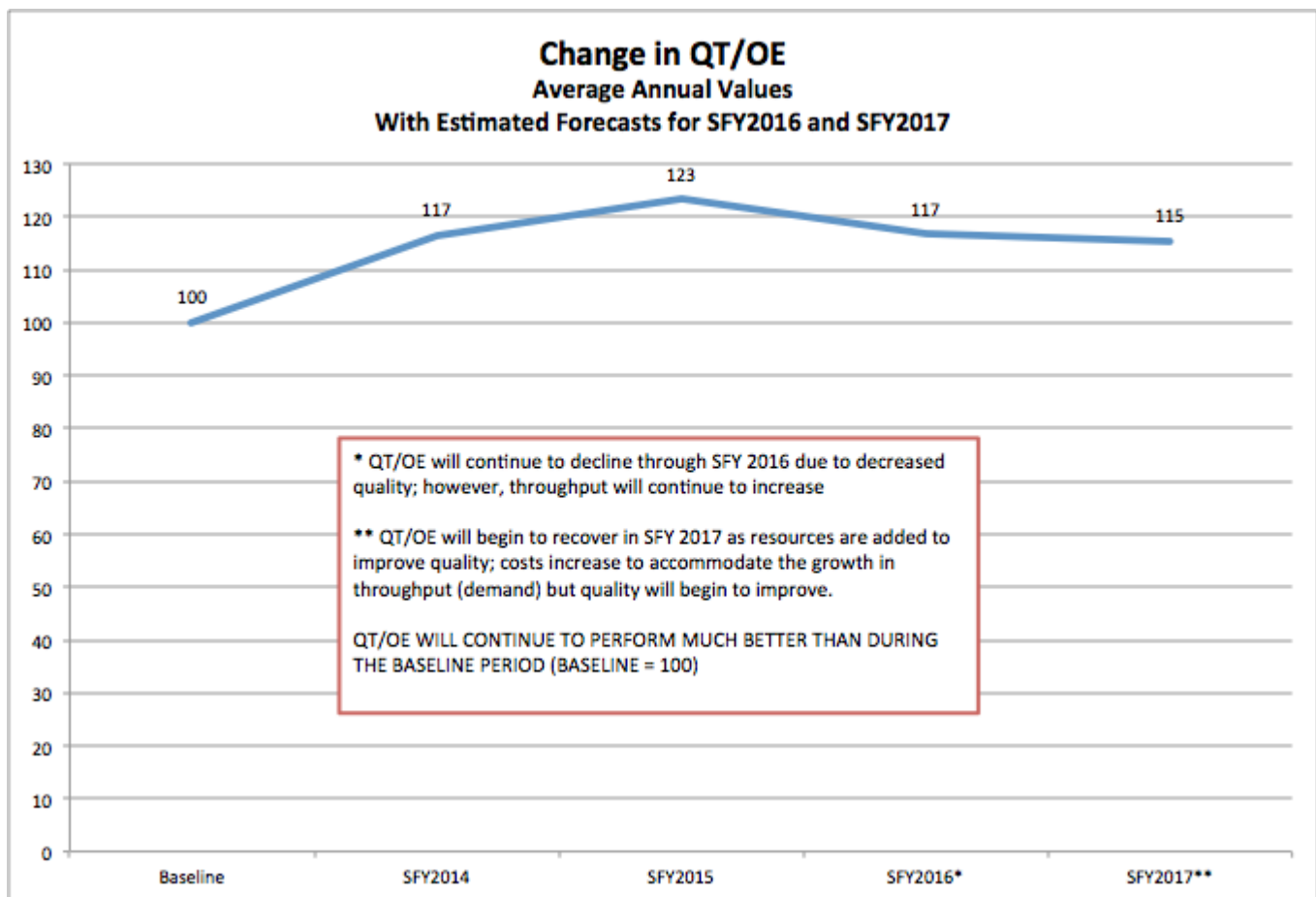
Example: The demand for investigations is expected to increase. Historically, demand increases as the economy improves (resulting in increase in business activity, etc.). As the above chart reflects, demand has steadily increased as the economy has continued to improve.

Are there other areas of the organization that can help resolve the need for more capacity? (Redeployment of staff, etc.)

Example: The system critical activity is making complete and final regulatory decisions/recommendations based on completed investigations. These decisions are targeted to be made within 60 days of the onset of the investigation. Significant research and experience is necessary to render an appropriate decision that is consistent with applicable laws and rules. **Funding is requested for two investigative positions and one administrative support position.**

How will the potential funding be used to maximize capacity to meet growing demand and/or increase the quality of the service?

Example: The two investigative positions will provide additional capacity to meet the increasing demand. Due to the fact that it takes several months for a new investigator to get up to speed and several more months to carry a full workload, it is important to fund this need during this budget cycle. The administrative position will be used to off-load additional responsibilities for the current investigative team so they can focus more of their time on investigative tasks and decisions. This will help bridge the gap until new investigators can be hired and trained.



Example: It is important to note that even with an additional increase in operating expenses due to additional FTEs, the current positive trend in QT/OE will be maintained due to previous efforts to increase capacity.

Option 2: New Program, Service or Activity

If identified, briefly describe the specific new program, service, or activity.

What specific activities would this fund or support? How will these activities support the overall system, program, or activity?

Is the new program, service, or activity a legislative mandate? If so, please reference the mandate.

What are the anticipated outcomes or results? How do the funded activities align with these results?

Why is the new system, program, or activity needed? (May include data about current outcomes, new requirements, needs/gap assessment, audit or evaluation of findings, etc.)

Will the new system, program, or activity serve a population or meet a need already being served by another agency? How will agency resources and processes be leveraged to improve outcomes?

Is the new system, program, or activity an evidenced-based practice or supported by research, data, evaluation, or professional/industry standards? If so, please describe. If not, please describe the logic model or professional/expert opinion.

Have outcomes/results been achieved by the same or similar programs or services in Utah or elsewhere? If so, what are the results?

List the data measure(s) that will be used to track outcomes/results. Will evaluation planning take place? If so, what are those plans?

Option 3: Other Needs

Please describe the basic problem statement and why new funding is needed to solve the problem. Provide specific and measurable examples.